

From the Director:

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Lieutenant General, US Army



The JCISFA offers this practical brochure to inform a broad range of joint, interagency, and multinational partners about the fundamentals of Security Force Assistance (SFA). Likewise, this brochure highlights the important role of the JCISFA as a Department of Defense (DoD) center of excellence responsible for the development of SFA capabilities and concepts to include the integration of SFA lessons learned and best practices across the DoD.

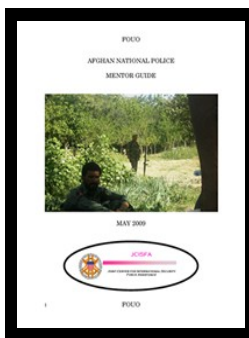
Today's operating environments place unique demands on our ability to carry out SFA – this requires changing how we “think” and “act” in relation to planning, preparing, executing, and assessing SFA. Emerging joint and service doctrine supports operational concepts but falls short to incorporate institutional force generation capabilities required during SFA, capabilities aligned normally with our CONUS-based joint force structures. As such, the JCISFA identifies and assesses SFA capability requirements for the future joint force as well as integrating best practices and lessons learned from contemporary SFA activities taking place across the globe. The JCISFA publishes handbooks, guides, and newsletters as stopgap measures during lag times normally associated with formal doctrine development.

The development of a foreign security force (FSF) improves its capacity to meet its own country's national security objectives founded on a “rule of law.” As we assist other nations, adopting a “by, with, and through” strategy enables a FSF to generate and sustain capabilities institutionally and operationally. We can achieve this *by* doing the work for them, in concert *with* the supported nation, and *through* development of the supported nation and its security forces so they can do it themselves. The JCISFA facilitates these concepts and more specifically, advises and assists geographical combatant commands (GCC) and Service Departments in the development of force generation and force operating concepts as it relates to a broad range of partner nations.

Carrying out SFA is a challenging endeavor and requires comprehensive approaches from the U.S. government and non-government agencies. The core of these efforts are carried out by our Soldiers, Sailors, Airmen, Marines, and interagency partners providing the necessary skill and hard work to support partner nations and to meet the broader security objectives of our nation. The JCISFA welcomes your insights and feedback in order to improve SFA operating concepts and capabilities.

Thank you, for all that each of you do, in service to our Nation.

Recent and Future Products:



The Afghan National Police Mentor Guide provides an overview of the entire police program including current goals, relationships to other organizations, the Focused District Development Program, key challenges that may be encountered and the duties of key members of the police advising teams including how to



The SFA-Planner's Guide: FSF- Force Development fundamentally supports planning, preparation, execution, and assessing those activities that Organize, Train, Equip, Rebuild/Build and Advise (OTERA) to develop FSF to meet objectives and policies of United States and its partners and allies.

Upcoming JCISFA Publications:

Facilities and Infrastructure Guide
SFA Logistics Operations Guide
SFA Contracting Fundamentals Guide

Doctrine Development/Assistance:

Joint: JP 3-07, JP 3-22
Army: FM 3-07, FM 3-07.1, FM 3-24.2
USMC and Navy: NAVMC 3500.59
Other:
ALSA: *Advising Foreign Forces*
Army ATP 3-07.20

Joint Center for International Security Force Assistance (JCISFA)



The JCISFA provides a full range of SFA support across DoD, to other USG departments and agencies, and when directed, to international partners and multinational organizations in order to develop and enhance SFA capabilities and capacities.



<https://jcsifa.jcs.mil>

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Mission:

The JCISFA Captures and Analyzes Security Force Assistance (SFA) Lessons Learned from contemporary operations in order to advise geographic combatant commands (GCC) and Military departments and appropriate doctrine, practices, and proven tactics, techniques, and procedures (TTPs) to prepare for and conduct SFA missions efficiently.

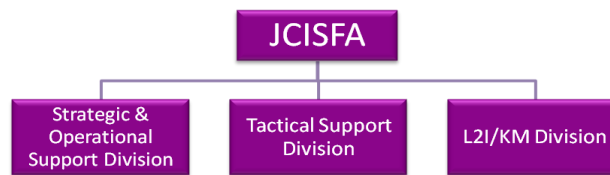
What is SFA:

- Those activities that contribute to unified action to support the development of the capacity and capability of foreign security forces and their supporting institutions.
- The bolstering of a foreign security force or institution's capabilities or capacity in order to facilitate the achievement of specific operational objectives.

Unified Action:

Unified action comprises joint, interagency, intergovernmental, and multinational (JIIM) activities in cooperative effort with non-governmental organizations, international organizations, and private companies to ensure and support unity of effort in SFA. Security forces include not only military forces, but also police, border forces, and other organizations, including paramilitary, that perform security functions. Security forces may be developed to operate across the spectrum of conflict—combating internal threats such as insurgency, subversion, and lawlessness, defending against external threats, or serving as coalition partners/peacekeepers in other areas. To be successful, SFA must be based on solid, continuing, and ongoing assessments.

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Strategic & Operational Support

- Planning, resourcing, & execution support (Strategic & Operational)
- SME support to OSD, Joint Staff, GCC, JTF, & Services
- Develop FSF through OTERA
- Employing, sustaining, supporting and assisting FSF
- Deployable support and augmentation teams

Tactical Support Division

- Planning, resourcing, & execution support
- Training and classroom instruction on advisor soft skills
- Leader Dev and Education
- Host lectures series, think tank symposiums
- Tie-in to MRX, BCTP, MSTP, Chairman and RCC exercises
- Develop FSF through OTERA
- Employing, sustaining, supporting and assisting FSF
- Deployable support teams

L2I/KM Division

- Active & passive collection of SFA issues and OIL (observations, insights, and lessons learned)
- Analysis of collections and resulting assessments
- Product development, publications, and distribution
- Knowledge management for SFA
- Lessons Learned Integration (L2I)
- Policy & Authorities

JCISFA Lessons Learned
<https://www.jllis.mil>

<https://jcsfa.jcs.mil>



Developmental Tasks (OTERA):

-Organize: All activities taken to create, improve, and integrate doctrinal principles, organizational structures, and personnel management. This may include doctrine development, unit/organization design, command and staff processes, and recruiting/manning.

-Train: All activities taken to create, improve, and integrate training, leader development, and education at the individual, leader, collective, and staff levels. This may include the development and execution of programs of instruction, training events, and leader development activities.

-Equip: All activities to create, improve, and integrate materiel and equipment, procurement, fielding, accountability, and maintenance through life cycle management. This may include new equipment fielding, operational readiness processes, repair, and recapitalization.

-Rebuild: All activities to create, improve, and integrate facilities. This may include physical infrastructures such as bases and stations, lines of communication, ranges and training complexes, and administrative structures.

-Advise: All activities to provide subject matter expertise (SME), guidance, advice, and counsel to foreign security forces while carrying out the missions assigned to the unit/organization. Advising will occur under combat or administrative conditions, at tactical or operational levels, and in support of individuals or groups.

<https://jcsfa.jcs.mil>